



CIFOR AND ICRAF SAFEGUARDING POLICY

HRD0.106.1

Revised March 2019

Effective 1 May 2019

Policy Guideline Series

Table of Contents

INTRODUCTION 4

1.0 PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE (PSEA) 5

2.0 CHILD AND ADULTS AT RISK PROTECTION POLICY 13

3.0 HARASSMENT POLICY 19

ACRONYMS

CGIAR	Consultative Group on International Agricultural Research
CID	Criminal Investigations Department
CIFOR	Centre for International Forestry Research
HIV/AIDS	Human immunodeficiency virus infection and acquired immune deficiency syndrome
HQs	The Centres headquarters
HRU	Human Resources Unit
ICRAF	World Agroforestry
iNGO	International Non-Governmental Organisation
LOA	Letter of Appointment
MOU	Memorandum of Understanding
PSEA	Protection against Sexual Exploitation and Abuse
SEA	Sexual Exploitation and Abuse
SFP	Safeguarding Focal Point

INTRODUCTION

Safeguarding in the context of this Policy document means promoting and protecting people's health, well-being and human rights, and enabling them to live free from harm, exploitation and abuse. A safeguarding approach means identifying and minimising the risk of harm to children i.e. minors under 18 years of age and adults at risk from staff, board members, interns, students, consultants and other stakeholders (visitors, vendors, donors, partners and other persons with various interactions with CIFOR and ICRAF) working in the CIFOR and ICRAF (hereinafter referred to as the Centres) operations and programme activities. Safeguarding includes responding appropriately to any protection concerns about children and adults at risk within communities where we work. It entails a wide range of policies, procedures and activities seeking to address child and adult safety and well-being.

In the Centres' case, a safeguarding approach means minimising the risk of harm, exploitation or abuse of children and adults at risk from staff, operations and programme activities. It includes reporting any safeguarding concerns about a child or adult within communities where we work to the appropriate authorities (police, CID etc). This policy focuses on addressing those risks by developing standards and mitigating measures to target and reduce if not eliminate residual risk.

The Centres have zero tolerance for sexual exploitation and abuse, misconduct including harassment, exploitation or abuse of children and adults at risk or any kind of abuse amongst staff, board members, interns, students, consultants and other stakeholders. The Centres' safeguarding document outlines three policies i.e. the protection from sexual exploitation and abuse, children and adults at risk and harassment policies.

1.0 PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE (PSEA)

Sexual misconduct is a hindrance to development and a disregard for human dignity. The Centres have two objectives under this policy: preventing sexual harassment in the workplace and protecting beneficiaries/potential victims from sexual exploitation and abuse. Under PSEA policy, the Centres commits to the core principles regarding prevention of sexual exploitation and abuse outlined below.

1.1. Definitions

Sexual abuse is actual or threatened physical intrusion of a sexual nature by force or under unequal or coercive conditions. Sexual exploitation is any abuse of a position of vulnerability, differential power, or trust for sexual purposes; this includes profiting monetarily, socially, or politically from the sexual exploitation of another. Sexual exploitation and abuse (SEA) occurs when people in power exploit or abuse vulnerable populations for sexual purposes. If an employee working in the field uses their position of authority to solicit sexual favours in exchange for benefits, this would constitute an instance of sexual exploitation. If the same employee uses force or coercion to engage in sexual acts with a beneficiary, without their consent, this would constitute sexual abuse.

1.2. Purpose

This policy outlines the Centres' approach to preventing sexual exploitation and abuse including the:

- Principles upon which the Centres will base its decision-making and actions;
- Centres' expectations of all who work for or represent the Centres;
- Centres' commitment to ensure effective action is taken when a problem occurs.

1.3. Scope of the PSEA Policy

This is a Centres-wide Policy and is applicable to all staff located in all countries where the Centres operates. In particular it is applicable to: members of the Board of Trustees, Senior Leadership Teams, staff, seconded employees, interns and volunteers, Partners, consultants, and any other organization or individual who act on behalf of or under the direction of the Centres and visitors to the Centres' facilities. The Centres also expect that its donors and their representatives will also abide by this policy and there will be a termination of the relationship should there be a breach Centres' expectations.

All the Centres' staff, board members, interns, students, consultants and other stakeholders are required to behave irreproachably with the project beneficiaries or members of the public, using particular care with the most vulnerable classes: children (minors), women, persons with special needs, the elderly and adults who are unable to protect themselves.

The Centres commits to create a zero-tolerance organisational culture against complacency and impunity. The Centres' management is expected to create and maintain an environment that prevents sexual exploitation and abuse and must be familiar with and enforce this policy and be proactive in overseeing their team. The Centres' SEA policy sets minimum standards to be followed to protect beneficiaries and members of the community from sexual exploitation and abuse. The policy is addressed to the Centres' employees and stakeholders in the following categories:

- Board of Trustees and the Centres' management;
- All the employees and stakeholders in all the Centres' structures and projects in all regions in which the Centres operate;
- Non-Centre entities their employees and individuals who have entered into partnership, or agreements with the Centres or associations of any sort including their staff;
- Consultants, interns, students and other persons who act on behalf of the Centres on the basis of service contracts;
- All persons acting voluntarily on behalf of the Centres;
- Suppliers of any sort of goods or services including current and potential suppliers;

- All hosted institutions and other people not included in the above-mentioned categories who have signed a contract with the Centres;
- Donors and their representatives
- Members of the Community within which the Centres operate.

The principles set forth in this policy apply all times, during and outside the office hours and during the periods of leave, with no exceptions.

1.4. Policy Statement

SEA is a violation of the Centres' Code of Conduct and Integrity policies in the respective Centre Human Resources and Procedures Manuals. The Centres do not tolerate any form of sexual exploitation and abuse, bullying or non-sexual abuse of power perpetrated by the Centres' employees and stakeholders against any individual regardless of age, gender, sexuality, disability, religion or ethnic origin.

The Centres commit to do all that is necessary to prevent programmes from having any negative effects such as SEA by the Centres' staff, representatives and stakeholders against beneficiaries and members of the community. The Centres shall take seriously all the complaints and concerns about sexual exploitation and abuse and shall initiate rigorous investigation of complaints that indicate a possible violation of this policy and the Centres' Code of Conduct, and act decisively on the outcome.

Prohibited conducts:

- a) Sexual exploitation and sexual abuse constitute acts of serious misconduct and are therefore grounds for disciplinary measures, including summary dismissal;
- b) Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent in the locality. Mistaken belief in the age of a child is no defense.
- c) Exchange of money, employment, goods or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour, is prohibited. This includes any exchange of assistance that is due to beneficiaries of assistance. The Centres must also add a disclaimer that it does not make a judgement against individuals who participate in selling sex in exchange for money or something else such as gifts or material support ("transactional sex"). The ban is in order to prevent sexual exploitation and abuse from occurring.
- d) Sexual relationships between staff and beneficiaries of assistance, since they are based on inherently unequal power dynamics and undermine the credibility and integrity of the work of the Centres and are strongly discouraged;
- e) Where a representative develops concerns or suspicions regarding sexual exploitation or sexual abuse by a fellow worker, whether in the same programme or country or not and whether or not within the Centres, they must report such concerns through established reporting mechanisms;
- f) Representatives are obliged to create and maintain an environment that prevents sexual exploitation and sexual abuse. Managers at all levels have a particular responsibility to support and develop systems that maintain this environment.

The Centres strictly prohibits staff, board members, interns, students, consultants and stakeholders from having a sexual relationship with people who they supervise and, in the case of the most senior managers, any junior staff in their direct management line.

This policy does not prohibit staff, board members, interns, students, consultants and third parties from beginning relationships with each other outside of the unequal power dynamics explained above, but all the staff, board members, interns, students, consultants and stakeholders engaged in or beginning relationships with other staff or stakeholders must:

- Declare their relationships as soon as possible to their line managers or HR, even if the relationship is at an early stage and may not continue. As long as relationships are conducted appropriately such disclosures will be treated confidentially.

- Behave professionally and conduct their relationships in a way that does not impact on the Centres' day to day operations;
- Ensure they do not make work decisions based on that relationship. This may include staff who share responsibility for sign off on the same budget lines; or are involved in carrying out joint decision-making relating to resourcing or programme issues; or are carrying out or acting as decision makers for internal investigative processes;
- Ensure that their relationships do not lead to fraudulent or corrupt behaviour. For example, if staff members choose to conduct travel at the same time as the other without having a valid business need for such travel, they will be committing fraud.

1.5. Mandatory Reporting of Prohibited Conduct

All staff, board members, students, interns, consultants and stakeholders shall report in good faith SEA allegations, concerns or suspicions or retaliation related to SEA that they have witnessed, or know of, by other Centre's representatives, or by people employed by or working for hosted institutions or community within which the Centres operate.

1.6. How to Raise a Complaint

The Centres' staff shall follow the whistleblowing or grievance procedure in the respective Centre Human Resources Policy and Procedure Manuals to report SEA allegations. Staff, board members, interns, students, consultants and other stakeholders shall report their allegations or concerns anonymously through relevant anonymous reporting platforms. Those unable to use the platforms shall report their concerns to the respective Director Generals or Centre HR Units.

1.7. Failure to Act upon Suspected or Reported Sexual Harassment, Abuse or Exploitation

Failure to act on concerns or disclosures relating to sexual harassment, abuse and exploitation once known may lead to a disciplinary process against the staff member, students, interns, consultants or in case of partners, termination of their contract with the Centres.

1.8. Confidentiality

Confidentiality must be maintained throughout the complaints process by all representative or stakeholders and witnesses. Staff members, students, interns and consultants who breach confidentiality will be subject to disciplinary action up to and including termination of employment or relationship.

1.9. Support for Survivors

The Centres shall offer support to survivors and victims, whether or not a formal internal response is carried out (such as an internal investigation). Support can include specialist psychological counselling, access to other specialists and other appropriate support as needed. Survivors and victims can choose if and when they would like to take up the support options available to them.

The Centres shall also hold those responsible for sexual exploitation and abuse to account through the disciplinary process. In addition, a survivor-centric approach shall be adopted that respects the confidentiality and decision-making rights of survivors where possible and appropriate to do so.

1.10. Investigating Reports of Prohibited Conduct

The Centres' safeguarding team shall carry out independent and discrete investigations, recognising the rights and duty of care to everyone involved, including the complainant or survivor, witnesses and the person(s) accused.

1.11. No Retaliation for Reporting

The Centres shall take action against any staff, board members, interns, students, consultants or stakeholders, whether they are the subject of a complaint or not, who seek or carry out retaliatory action against complainants, victims or other witnesses. Representatives and stakeholders found to do this will be subject to disciplinary action, up to and including termination of employment or contract.

1.12. Consequence of False Reporting

It is rare that staff, interns, students, consultants, or other stakeholders are found to have raised allegations which they knew to be false. However, should a member of the above from the Centres or third party are found to have made an allegation that they knew or have reason to believe to be false they will be subject to disciplinary action, up to and including termination of employment or contract.

1.13. Disciplinary Consequence for Prohibited Conduct

Staff who get involved in prohibited sexual conduct will be subject to disciplinary action that may result in summary dismissal. Board members, interns, students, consultants and stakeholders will have their relationship with the Centres terminated.

1.14. Reporting the Prohibited Conduct to Donors, Law Enforcement and other Regulators

The Centres' safeguarding policies should be promoted throughout the engagement work with communities within which they work. Feedback from communities on the Centres' role, representative behaviours and complaints shall be actively sought. Designated, and ideally senior, Centres' staff should present feedback to communities, stakeholders on changes made resulting from any complaints lodged. The Centres shall also work closely with law enforcement agencies (police, CID etc) as SEA allegations are criminal.

Staff working directly with beneficiaries must receive training on how to receive complaints, how to work with law enforcement agencies and the disclosures they are allowed to make to donors, law enforcement agencies and other regulators. The training shall be conducted by the Safeguarding Committee members.

1.15. Processes and Procedures to Ensure Compliance

The four practices of the current PSEA work provide the framework for the mechanism. These are:

- i. Management and Coordination: Effective policy formulation and roll out; supportive arrangements; committed Themes/Units and a safeguarding committee committed to PSEA.
- ii. Engagement with and support of local communities in which the Centres operates: Effective and comprehensive communication from the Centres HQs to the field on
 - a. What to do regarding raising beneficiary awareness on PSEA;
 - b. How to establish effective community-based complaint mechanisms
- iii. Prevention: Effective and comprehensive mechanisms to ensure awareness-raising on PSEA amongst staff, board members, interns, students, consultants and stakeholders and ensuring safe recruitment and performance management.
- iv. Response: Internal complaints and investigation procedures are in place.

No.	PSEA Minimum Operating Standards	Key Indicators
1.	Effective Policy Formulation and Roll Out	<ul style="list-style-type: none">• A policy stating standards of conduct, including acts of SEA exists and a work plan to implement the policy is in place.• The policy or standards of conduct have been conveyed to the Centres and senior management on a continuous basis (i.e. during induction and refresher training).
2.	Collaborative Agreement	<ul style="list-style-type: none">• Respective clauses and codes of conduct are included in staff, board members, interns, students, consultants and stakeholders' contracts and other general contract conditions.• Procedures are in place to receive written agreements from

No.	PSEA Minimum Operating Standards	Key Indicators
		stakeholders entering into collaborative arrangements with the Centres and that they are aware of and will abide by the standards of the PSEA policy or face attendant sanctions.
3	A dedicated Focal Point Committed to PSEA	<ul style="list-style-type: none"> • <u>The Director People and Change</u> - Shall have the overall responsibility for the development and implementation of PSEA policy and activities. • The Director People and Change Management to regularly report to senior management on its progress on PSEA • Staff dealing with PSEA have the PSEA responsibility in their job descriptions and performance contracts. • The Safeguarding Committee has received organised training on PSEA and the time committed to PSEA is commensurate with the impact of implementation required under the current situation of the Centres
4	Effective and Comprehensive Communication from the Centres HQs to the field on expectations regarding raising beneficiary awareness on PSEA	<ul style="list-style-type: none"> • The Centres HQs have communicated in detail the expectations regarding beneficiary awareness raising efforts on PSEA (including information on the Centres' standards of conduct and reporting mechanisms). • The HQ has distributed examples of awareness raising tools and materials to be used for beneficiary awareness raising activities.
5	Effective community-based complaints mechanisms including victim assistance.	<ul style="list-style-type: none"> • The HQs urge their field offices to participate in community-based complaint mechanisms that are jointly developed and implemented by the iNGO community and are to be adapted to the specific locations. • There is guidance provided to the field on how to design the community-based complaints mechanisms to ensure it is adapted to the cultural context with focus on community participation. • There is a mechanism for monitoring and review of the complaint mechanism. • The Centres have written guidance on the provision of victim assistance.
6	Effective recruitment and performance management	<ul style="list-style-type: none"> • The Centres makes sure that all candidates are required to sign the code of conduct before being offered a contract. • Each organisation commits to improving its system of reference checking and vetting for former misconduct(s). • Supervision and performance appraisals include adherence to participation in Code of Conduct trainings (or similar) that includes PSEA. • Performance appraisals for Senior Management include the adherence to create and maintain an environment and culture which prevents sexual exploitation and abuse and promotes the implementation of the Centres' code of conduct.
7	Effective and comprehensive mechanisms are established to ensure awareness-raising on SEA amongst the Centres' staff, board members, interns, students,	<ul style="list-style-type: none"> • The Centres' staff, board members, interns, students, consultants and other stakeholders receive annual refresher training on the standards of conduct, learn about the mechanism of filing complaints and reports of misconduct and the implications of breaching these standards. • Training on misconduct on SEA is part of the induction process. • Staff members are aware of their obligation to report SEA or misconduct and are aware that there is a policy for protection from

No.	PSEA Minimum Operating Standards	Key Indicators
	consultants and other stakeholders	retaliation in place.
8	Internal complaints and investigation procedures in place	<ul style="list-style-type: none"> • Written procedures on complaints and reports handling from staff, board members, interns, students and consultants or beneficiaries are in place. • The Centres’ staff, board members, interns, students, consultants and other stakeholders are informed on a regular basis of how to file a complaint or report and the procedures for handling these. • Standard investigation operating procedures or equivalent issued and used to guide investigation processes. • Investigations are undertaken by experienced and qualified professionals who are also trained on sensitive investigations such as allegations of SEA. • Investigations commenced within 2 months and information about outcomes is shared with the complainant. • Substantiated complaints have resulted in either disciplinary action or contractual consequences and, if not, there is justification of why this is not the case.

1.15.1. Reporting

The Centres’ staff, board members, interns, students, consultants and other stakeholders must consult with the respective HR units when addressing SEA allegations involving their employees. The Centres further encourages donors to report credible allegations of sexual exploitation and abuse to the Centres’ Director General.

Donors are also required to report credible allegations of trafficking, the procurement of commercial sex acts, or the use of forced labour to the Centres’ HR units and Director General.

1.15.2. Induction

All staff, board members, students, interns and consultants must receive induction on PSEA and safeguarding when they join the Centres, including a briefing on the Centres’ policies and values, information about how to report concerns and advice about where to seek further information about safeguarding and safer practices across the organisation.

1.15.3. Training

Training on PSEA and Safeguarding at the Centres will be mandatory for all staff, board members, students, interns and consultants. This training will be carried out on a regular basis i.e. during staff induction, project mobilisation and whenever incidents within or outside the Centres are reported. However, it is the Centres’ aim to be as proactive as possible. The overall responsibility for ensuring that staff receive regular training and awareness raising activities lies with line managers. Managers will need to prioritise PSEA training for themselves and their staff and provide budget lines for these activities.

The Centres’ PSEA and wider safeguarding policies should be promoted throughout our engagement work with beneficiaries.

1.15.4. Policy Administration and Responsibilities

Creating a safe working environment at the Centres is everyone’s responsibility. The Centres’ Directors and Managers hold the overall accountability for this PSEA policy and its implementation.

The Centres' Directors and Board of Trustees are responsible for reviewing and updating this Policy annually, and in line with legislative and organisational changes and they hold overall accountability for the Centres' PSEA work.

All staff, interns, students, consultants, and other stakeholders are required to adhere to this policy and the Centres' Code of Conduct at all times.

The Centres are responsible to ensure that all stakeholders, are committed to respect the principles included in the SEA Policy, in addition to the Centres' Code of Conduct. The acceptance of the SEA policy by signature of a declaration form is a condition precedent for undertaking any relation with the Centres. For stakeholders who do not have their own Protection to Sexual Exploitation and Abuse Policy, this policy shall be incorporated into the contract and accepted by the third party.

All the Centres' staff are obliged to report any suspicions of sexual exploitation, abuse or harassment of others. This can be done without sharing details of cases where information has been shared in confidence. Failure to report to a relevant person suspicion of abuse relating to someone else is a breach of the Centres' policy and could lead to disciplinary action being taken. For the avoidance of doubt, there is no obligation placed on any individual to report any incident that has happened to them.

The Centres' senior management shall offer further support to assist staff, board members, interns, students, consultants and other stakeholders on implementing this policy. The roles of the Centres' board, management and units are as follows:

a. Board of Trustees

- i. Review and approve policies and procedures for safeguarding and promoting the safeguarding of children and adults at risk;
- ii. Prompt action to be taken where there are concerns about a child's or vulnerable adult's safety or welfare including thresholds for intervention

b. Management

- i. Ensuring training of staff, students, consultants and other stakeholders takes place for those working with children or adults at risk;
- ii. Be involved in the safe recruitment of persons who work with children and adults at risk;
- iii. Supervise all field activities and have monthly meetings with the field staff on safeguarding matters;
- iv. Providing guidance in the investigation of allegations concerning persons working with children and adults at risk.

c. Regional Coordinators, Country Leaders and Heads of Units

- i. Ensuring the safety and welfare of children and adults at risk is guaranteed in all programme and project activities;
- ii. Liaising with SFPs when safeguarding concerns are reported and ensuring investigations are carried out not later than 24 hours of receipt of an allegation;
- iii. Guide SFPs and be involved as the SFPs work with local authorities during investigations
- iv. Reporting all safeguarding concerns to management.

d. HR and Legal Units

- i. Receiving information or allegations on safeguarding matters and initiating investigations;
- ii. Training of staff, board members and stakeholders on safeguarding matters for the Centres;
- iii. Guiding management and staff on implications on breach of safeguarding policy;
- iv. Undertaking appropriate reviews of serious cases and ensuring lessons are understood and acted upon.

e. Audit Units

- i. Collect and analyse both risk and incident information on safeguarding issues;
- ii. Monitor and report on the effectiveness of what is done to safeguard and promote the safeguarding of children adults at risk.

1.15.5. Relation to Local Country Laws

This Policy comprises the internationally-accepted PSEA principles without replacing existing national laws where the Centre operates. It supplements the national PSEA laws. Relevant national laws will take precedence if there is a conflict with this Policy, or if it has stricter requirements than this policy. The content of this Policy must also be observed in the absence of corresponding national legislation. The reporting requirements for PSEA under national laws must be observed.

2.0 CHILD AND ADULTS AT RISK PROTECTION POLICY

This policy deals with anyone who has not yet reached the age of 18 years (child or minor) or an 'Adult at Risk', who is anyone who is 18 years or older and who is vulnerable (any person aged 18 years and over who is or may be in need of community care services by reason of mental health issues, learning or physical disability, sensory impairment, or unable to protect themselves due to age or illness and who may be unable to take care of themselves or unable to protect themselves against significant harm or serious exploitation).

2.1 Purpose

The aim of this policy is to deter, minimise and remove opportunities for abuse of children and adults at risk to occur in the scope of the Centres' work. The Centres believes it is important that everyone understands this policy especially those who are visiting or working with communities. The purpose of this policy is to ensure that the Centres' activities are implemented in a safe and protective environment where harm, exploitation and abuse are effectively prevented as far as reasonably possible and responded to effectively.

The policy has the following specific objectives:

- Supporting us to safeguard children, young people and adults at risk in practice, by defining abuse and informing us what to do;
- Ensuring we all work with the same policy and procedures;
- Making sure we are accountable for what we do;
- Being clear what roles and responsibilities, we all have in safeguarding;
- Setting out what staff can expect from the organisation to help them work effectively.

The Centres are committed to doing whatever it can to keep everyone safe, including those with special needs and disabilities.

2.2 Scope

The policy applies to all staff, board members, interns, students, consultants and other stakeholders. These persons shall all adhere to this policy.

2.3 Definitions

For the purposes of this policy:

- Children are defined as being someone under the age of 18 years.
- Adults at risk are defined as those aged over 18 years and who are identified as unable to take care of themselves or protect themselves from harm or exploitation or who, due to their gender, mental or physical health, disability, or as a result of disasters and conflicts, are deemed to be at risk.

2.4 Principles

The Centres are committed to the six key principles that should underpin all safeguarding functions, actions and decisions. These principles are relevant for safeguarding both child and adult at risk.

- i. Empowerment - People being supported shall be encouraged to make their own decisions and informed consent;
- ii. Prevention - It is better to take action before harm occurs;
- iii. Proportionality - The least intrusive response appropriate to the risk presented;
- iv. Protection - Support and representation for those in greatest need;
- v. Partnership - Local solutions by working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse;
- vi. Accountability - Accountability and transparency in delivering safeguarding.

a. Types of Abuse

The following are types of abuse:

- i. Physical Abuse - Purposefully injuring or threatening to injure a child or adult at risk. This may take the form of slapping, punching, shaking, kicking, burning, shoving or grabbing. The injury may take the form of invisible soft tissue, bruises, cuts, burns or fractures.
- ii. Emotional Abuse - Chronic attack on the adult at risk or child's self-esteem. It can take the form of name calling, threatening, ridiculing, intimidating or isolating.
- iii. Neglect - The failure to provide or ignoring the need for basic necessities of life (where such necessities are available), such as food, clothing, shelter, medication and supervision.
- iv. Sexual Abuse - Rape, sexual assault or sexual acts to which an adult at risk has not consented to or has been coerced into consenting to through abuse and even through exchange for money or reward, or engaging a child sexually regardless of consent, forced marriage, female genital mutilation (FGM) and child trafficking. The activities constituting sexual abuse may involve physical contact, including penetrative contact (e.g. rape and buggery) or non-penetrative acts. They may include non-contact activities, such as involving children in seeing or receiving or sending sexually suggestive emails or text-messages, or inappropriate behaviour in Internet chat rooms, involving children looking at, or in the production of, pornographic material or watching sexual activities, or encouraging children to behave in sexually inappropriate ways.
- v. Financial or Material Abuse - Theft, fraud, exploitation, misuse or misappropriation of property, possessions or benefits.
- vi. Discriminatory Abuse - Ageism, bullying, racism, sexism based on disability or other harassment.

c. Consequences of Abuse

Any behaviour towards children or adults at risk which results in harm, exploitation or abuse, or the failure to follow the general requirements and the Centres' code of conduct is grounds for the following measures:

- i. The Centres' Representatives - If an employee, board member, intern or student has been under investigation by the Centres or by official law enforcement authorities for any area of harm, exploitation or abuse as defined under this policy, they will be subject to employee disciplinary procedures. Under these procedures they shall be temporarily suspended during the investigation, and appropriate action taken at the end.
- ii. Consultants and other stakeholders - Appropriate action will be taken up to and including immediate termination of a relationship or contract. In this case, the short or long-term impact on beneficiaries of the termination of relationship shall be considered.

d. Reporting and Responding to Incidences

The Centres will ensure that reporting and incident management procedures to handle safeguarding concerns are in place and effectively used to enable an appropriate and swift investigation of any given case. The Centres' staff, board members, interns, students and consultants should be properly informed of the reporting and incident management procedures (whistleblowing and/or grievance in the respective Centre Human Resources Policy and Procedure Manuals). Any the Centres representative who has a concern or suspicion regarding harm, exploitation or abuse by someone representing a third party must report such concerns to the Safeguarding Manager (Director People and Change) or designated Safeguarding Focal Point (SFP). SFPs are staff in all the Centres' country offices that are charged with the task of implementing the safeguarding policy.

e. Investigation of Reports

The Centres shall ensure immediate action is taken to support and protect children and adults at risk where concerns arise regarding possible abuse. The Centres shall work closely with the Country Offices to follow the procedure below:

i. Receipt of Information

Staff, board members, students, interns, consultants and other stakeholders shall report their concerns to the Centres' contact persons i.e. Safeguarding Manager (SM) or SFPs. The SM and SFPs will then initiate investigations.

ii. Initiating Investigation

Investigations by the SM and/or SFP will commence in not more than 24 hours after reporting.

iii. Distance the Alleged Perpetrator

The best interests of the child or adult at risk may warrant suspension of the staff involved. This will be done in accordance with the Centres' current disciplinary procedure that aims to investigate and make a fair and formal decision in a timely manner.

iv. Confidentiality

Confidentiality is crucial to a fair and effective reporting procedure. It is unacceptable and potentially defamatory for concerns of abuse (and abusers) to be spread throughout the organisation rather than being directed through a formal complaints process. All participants must understand the importance of following the set reporting lines when concerns arise.

v. Reprisal

The Centres shall not tolerate any form of coercion, intimidation, reprisal or retaliation against any employee who reports any form of abuse or exploitation or provides any information or other assistance in an investigation.

vi. Investigation of Complaints

Physical and/or sexual abuse is a crime. The Centres are required to notify authorities (police, CID etc) when there are reasonable grounds for reporting abuse, on allegations made. Regions within which the Centres operate shall consider local country legislation and internal procedures to investigate and address the allegations.

The Centres shall follow their current disciplinary procedure to investigate and take action.

f. Support for Survivors

The Centres shall support victims by providing professional counselling.

g. Training of Staff

The Centres will provide necessary training and support to staff, board members, interns, students, consultants and other stakeholders to ensure effective implementation of this policy. In addition, the Centres will ensure that the Safeguarding Committee has the capacity and capability to fulfil their roles and will do this through training, support and the revision and updating of roles and responsibilities.

h. Confidentiality

All reports and the information herein will be handled with strictest confidentiality to protect the identity of the individuals concerned, the informer and the accused, both appropriately and in accordance with relevant local country laws.

i. Complying with Local Laws including in reporting to police

The following measures shall be taken by the Centres:

- i. Each country shall have a Safeguarding Focal Person (SFP) in place with clear responsibilities for coordinating the implementation of the policy as well as mapping the local and external context (including legislation) for safeguarding.
- ii. Each country shall refer to the safeguarding committee as the reference group which develops and reviews the country safeguarding plan annually based on this policy, outlines the members of the reference group, contacts details for the SFP, undertakes any specific contextual adaptations to the policy (agreed with the Safeguarding Manager) and any advocacy, training and awareness plans.
- iii. The plan will specifically include a communications plan incorporating how it will be rolled out with donors, children, parents, communities.
- iv. Each SFP will work with the Safeguarding Manager (SM) and Safeguarding Committee to assess any contextual issues with the policy and develop country specific procedures if relevant. These will include guidance for the Centres staff, board members, interns, students and consultants about appropriate official reporting procedures in the case of an incident.
- v. Country procedures will be reviewed each time the global safeguarding policy is reviewed, instigated by the SM, or occurrence of a specific incident or if the national legislative environment changes, instigated by the SFPs.

If an employee is dismissed for proven harm, exploitation or abuse, the Centres shall inform the relevant authorities, disclose this to prospective future employers and/or refuse a reference, depending on details of the harm, exploitation or abuse.

j. Agreements with Partners

Where partners do not have appropriate policies, but it is deemed essential that the Centres work with them, the Centres policies shall be included in the contracts or agreements and at the early stages of the partnership a due diligence process shall be conducted by the safeguarding committee. Should the Centres be unable to enforce this policy with stakeholders, the Centres may choose not to work with them, put specific conditions into contracts agreements, or end relationships based on the Centres' policies and its implementation of safeguarding.

It is recognised that, for government partners in particular, national policy and legal frameworks take precedence. However, where the national legal framework is considered weaker than the Centres' policy, it may be a specific national advocacy activity to strengthen that framework, particularly with regards to provision for children and adults with disabilities.

k. Procedures for Preventing Safeguarding Incidents with Children and Adults at Risk

Our capacity to ensure the protection of children adults at risk that we work with depends on the ability of staff to uphold and promote the highest standards of ethical and professional conduct. It is recognized that our work often puts us in positions of power in relation to children and adults at risk in the communities that we work with. The Centres have an obligation not to abuse this power.

The staff, board members, interns, students, consultants and representatives of the Centres, are personally and collectively responsible for maintaining these standards. The Centres' managers have a particular responsibility to uphold these standards, to set a good example, and to create a working environment that supports and empowers staff. These Standards are intended to serve as an illustrative guide for staff to make ethical decisions in their professional lives, and at times in their private lives.

While acknowledging that local country laws and customs may differ from one country to another, the Standards are based on international legal standards. The Standards apply to all staff members; any failure to uphold these standards will be a serious concern and may result in disciplinary action or dismissal, in accordance with the Centres' disciplinary procedures. Consultants, students and interns shall also receive the Standards and are expected to follow them.

It is expected that all staff, board members, interns, students, consultants and stakeholders will:

- i. Treat all children and adults at risk (and indeed all our beneficiaries) fairly and with respect and integrity and to be aware of the power that they can have over beneficiaries by virtue of their employment with the Centres.
- ii. Act in a way that seeks to care for and protect the rights of children and adults at risk and ensure that their best interests are of the paramount consideration.
- iii. Safeguard and make responsible use of information and resources. This includes the exercise of due care in all matters of official business, and not divulging confidential information about beneficiaries.
- iv. Uphold the integrity of the Centres, by ensuring that personal and professional conduct is, and is seen to be, of the highest standard.
- v. Report any abuse by the Centres staff, board member, consultant, intern, student or third party to the Director General or Director People and Change and other appropriate authorities.
- vi. Ensure that another adult is present when working in the proximity of children or adults at risk. This will usually be a staff member from the Country Office.
- vii. Never request any service or favour from a beneficiary (including children or adults at risk) in return for protection or assistance.
- viii. Never engage in any exploitative relationships (sexual, emotional, financial or employment-related) with a beneficiary. This is regardless of the local age of consent, i.e., the local or national laws of the country. Failure to report such a relationship may lead to disciplinary action pursuant to the Centres' disciplinary policies and procedures.
- ix. Refrain from any involvement in criminal or unethical activities that contravene human rights.

The Centres will endeavour to follow these guidelines when photographing or filming a child or adult at risk for work-related purposes:

- Assess and endeavour to comply with local traditions or restrictions for reproducing personal images.
- Gain consent from the appropriate person. As part of this, the Centres representative must explain how the photograph or film will be used.
- Ensure images used to present beneficiaries (including children and adults at risk) in a respectful manner. Beneficiaries should not be presented in images that could be seen as sexually suggestive.
- Ensure images are honest representations of the context and the facts.

I. Guidelines on Communicating with Children

- i. Do no harm to any child - Avoid questions, attitudes or comments that are judgmental or insensitive to cultural values, that place a child in danger or expose a child to humiliation, or that reactivate a child's pain and grief from traumatic events.
- ii. Ensure that the child and guardian know they are talking with an interviewer or reporter. Explain the purpose of the interview and its intended use.
- iii. Assess any potential risks to the child or children, including:
 - Reprisals;
 - Stigmatization, rejection or attacks by family or communities;
 - Legal prosecution,
 - Misguided or malicious attempts by outsiders to "rescue" the child from a difficult situation.
- iv. No staging - Do not ask children to tell a story or take an action that is not part of their own history. Do not ask children to promote products or services contributed by corporate supporters.
- v. Obtain permission from the child and their guardian for all interviews, videotaping and, when possible, documentary photographs. When possible and appropriate, this permission should be in writing. Permission must be obtained in circumstances that ensure the child and guardian are not coerced in any way and understand they are part of a story that might be disseminated locally and globally. This is usually ensured only if the permission is obtained in the child's language and if the decision is made in consultation with an adult the child trusts.
- vi. Pay attention to where and how the child is interviewed. Limit the number of interviewers and photographers. Try to make certain that children are comfortable and able to tell their story without outside pressure, including pressure from the interviewer. In film, video and radio interviews, consider what the choice of visual or audio background might imply about the child and their life and story. Ensure that the child will not be endangered or adversely affected by showing their home, community or general whereabouts.
- vii. Pictures of adults and children should be decent and respectful and should not stigmatize community, family or the individual. All children, both girls and boys, should wear decent clothing appropriate to the local custom.
- viii. If a child discloses bad practice during an interview (such as abuse, criminal activity or a violation of the Centres' policy), the person carrying out the interview should know the local procedures for reporting this. Staff should also be familiar with the Centres Child and Adults at Risk Safeguarding Policy.
- ix. No payments or any other form of compensation are to be provided to children or parents in exchange for their interview, photo or consent.
- x. Pictures, materials and personal information regarding individuals will be held in a secure database and according to the appropriate the Centres data security protocols. Access to these materials will be only through a password-protected system. The misuse of images accessed will be treated in the same way as other breaches of this policy. Applicable data protection laws for all stored images will be followed.

3.0 HARASSMENT POLICY

3.1 Harassment and Discrimination

3.1.1 Definition

Harassment is, made by one or more persons, either on a one time or continuous basis that demeans, belittles or causes personal humiliation. Harassment creates a hostile, offensive and/or intimidating work environment. Harassment encompasses a range of physical or verbal behaviour including communication (e-mail, voice or text messages) and may include but is not limited to sexual or ethnic comments or jokes, inappropriate written or graphic material, discriminatory remarks, religious and/or racial insults, stalking, bullying including cyber bullying) and sexual advances. Treatment of, or making a distinction in favor of or derogatory remarks against an employee or colleague based on gender, sexual orientation, race, nationality, ethnic group, political or other opinion, social origin, disability, pregnancy, mental status or HIV/AIDS or health status shall constitute discrimination

Harassment can take many different forms, including, for example, threatening comments, whether written or oral, or threatening physical behaviour; intimidation, blackmail or coercion; making deliberate insults related to a person's personal or professional competence; making humiliating, degrading or offensive or abusive personal remarks to someone; undermining or isolating people; or making it impossible for staff to do their job by, for example, withholding information.

- i. Is a form of discrimination that includes a wide range of conduct and causes another person to feel offended, humiliated, intimidated, insulted or ridiculed;
 - ii. Is behaviour that is unwelcome, unreciprocated, uninvited and usually, but not always, repeated;
 - iii. Is the exertion of power by one person over another;
 - iv. May be based on misunderstanding or may be a deliberate act, and often it contains a subjective perspective;
 - v. May cause damaging stereotypes to be maintained and is a breach of proper standards of conduct and professional behaviour.
- 3.1.1 Intimidatory harassment involves the thoughtless or intentional use of physical or organizational power to coerce a person into performing a particular action or to instil in the person a feeling of humiliation or intimidation. Intimidatory harassment should not be confused with legitimate comment or advice (including relevant negative comment or feedback) delivered in a reasonable manner by a supervisor or colleague on work performance or work-related behaviour.
- 3.1.2 Within the policy statement of terms and conditions of employment for national, regional and international staff, discrimination in employment refers to the inequitable and inconsistent application of the terms and conditions of employment such as promotion, job application, etc. within the respective staff groups.
- 3.1.3 Harassment, intimidation and discrimination can arise from a broad range of physical or verbal behaviour, a one-time incident or a series of incidents that include, but are not limited to:
- i. Physical or mental abuse;
 - ii. Racial insults;
 - iii. Comments relating to one's ethnicity;
 - iv. Comments relating to another's religious convictions;
 - v. Gender-related comments and putdowns;
 - vi. Unwelcome sexual advances or touching;
 - vii. Sexual comments or repeating of sexual jokes;
 - viii. Requests for sexual favours used as a condition for employment or affecting any personnel decision such as hiring, promotion or compensation;
 - ix. Display of sexually explicit or otherwise offensive posters, calendars or materials that are inappropriate for display in the workplace.

- 3.1.4 Such harassment or similar unacceptable behaviour that could become a condition for employment or a basis for personnel decisions, or that creates a hostile environment is specifically prohibited.

3.2 General Principle

- 3.2.1 Human rights at the Centres are governed by the universal principle of human rights and, in particular, by the constitution, laws and regulations in force in the countries in which the Centres implements its strategic intent. The basic values of integrity, impartiality, independence and discretion should govern all aspects of staff members' conduct in their work. Staff members – whether supervisors, peers or subordinates- are expected to treat one another with courtesy and dignity. They are also expected to act with tolerance, sensitivity and respect towards other persons' cultures and backgrounds.
- 3.2.2 The Centres are committed to ensure a multicultural work environment free from any form of abuse, discrimination or harassment. It is particularly serious when behaviour of this kind is engaged in by any official who is in a position to influence the career or employment conditions of a staff member. Conduct which constitutes abuse, discrimination or harassment shall not be tolerated and shall be dealt with in a manner consistent with the severity of infraction, including appropriate administrative and disciplinary measures.
- 3.2.3 It is the policy of the Centres' Board and management to maintain a work environment that is efficient, effective, equitable, respects the dignity of the individual, and is free of all forms of discrimination, intimidation and harassment based on ethnic, social or political background, colour, nationality, religion, age, gender, disability, marital status, sexual preferences or any other trait protected by law.
- 3.2.4 This policy applies to all areas of employment including recruitment, hiring, training, promotion, compensation and benefits. Employees may not discriminate against or harass other employees, job applicants, customers, other stakeholders or visitors. This policy applies to all employees as well as persons who are not the Centres employees but have business contact with the Centres.
- 3.2.6 The objective of the 'no-harassment' policy is to create a positive working environment that is free of hostile, offensive, intimidating or harassing conduct that would unreasonably interfere with an employee's work.
- 3.2.7 All formal complaints of harassment, intimidation or discrimination shall be addressed immediately after they are received.

3.3 Sexual Harassment:

Sexual harassment involves physical, verbal or non-verbal behaviour of a sexual nature that is unwelcome or offensive to the recipient or that creates an intimidating or humiliating work environment. Sexual harassment may occur between persons of opposite sexes or of the same sex where:

- i. Submission to such conduct is an explicit or implicit term or condition of employment;
 - ii. Employment decisions are based on a stakeholder's submission to or rejection of such conduct; or
 - iii. Such conduct unreasonably interferes with an employee's work performance or creates an intimidating, hostile, or offensive working environment, collegial or stakeholder relationship.
- 3.3.1 All employees must be allowed to work in an environment free of unsolicited and unwelcome sexual overtures. Sexual harassment does not refer to occasional compliments or other generally acceptable social behaviour. It refers to behaviour that is not welcome, is personally offensive, undermines or weakens morale, and that therefore unreasonably interferes with the work effectiveness of its victim and their co-workers. It also includes harassment of a person by another person of the same gender.
- 3.3.2 Sexual harassment may include such conduct as:
- i. Offensive flirtation, suggestive remarks, sex-oriented verbal 'kidding', repeated jokes, innuendos, lewd comments, or abuse;

- ii. Offensive and unwelcome physical conduct of a sexual or gender-based nature such as touching, patting, pinching, repeated brushing against another's body, sexual assault or rape or impeding or blocking an individual's movement.
- iii. Demands of sexual favours accompanied by implied or overt promises of preferential treatment in employment, such as offering employment benefits or favourable assignments, reviews, promotion or the like, in exchange of sexual favours;
- iv. Denial or threats to deny employment benefits to someone who rejects sexual advances;
- v. Unwanted sexual advances, propositions, flirtation or repeated unwanted requests for or efforts to make social contact;
- vi. Verbal conduct of a sexual or gender-based nature such as using sexually degrading, vulgar or discriminatory language to describe an individual, making sexually suggestive comments about an individual's body, discussing sexual activity, or making derogatory, sexual, gender-related or discriminatory comments, taunts, jokes or epithets;
- vii. Non-verbal conduct of a sexual or gender-based nature such as whistling; unwelcome staring; leering; displaying sexually suggestive, gender-based or discrimination-based objects, pictures, posters or cartoons; or sending sexual, derogatory, obscene or discriminatory letters, email messages, voicemail messages, gifts, notes or invitations;
- viii. Retaliation or threats of retaliation for protesting about sexual harassment or gender-based conduct or for making a complaint about such behaviour.
- ix. Where any of the above actions occurs in conjunction with one or more of the following:
 - x. Submission to such conduct is made an express or implied term or condition of employment;
 - xi. Submission to or rejection of such conduct is used as a basis of employment decisions;
 - xii. Such conduct has the purpose or effect of unreasonably interfering with work performance or creating an intimidating, hostile or offensive working environment.

3.3.3 The Centres prohibits all forms of sexual harassment, including verbal, non-verbal and physical conduct.

3.3.4 The target of this policy is the prevention of unwelcome conduct. Employees should be aware of any conduct directed at them that they may construe as unwelcome. In some situations, a person may not realize that their behaviour is inappropriate or undesirable. Employees who consider any person's behaviour as inconsistent with these guidelines are encouraged to inform the perpetrator of the inappropriateness of the behaviour. This may be done verbally or in writing, but in either case the complainant needs to be assertive, stating the behaviour that is considered unacceptable and requesting that it be stopped.

3.3.5 The person so told should comply immediately and graciously with such requests.

3.3.6 Responsibility of Every Employee

Every staff member is responsible for creating and maintaining a work environment that is free of harassment, intimidation and discrimination and in which dignity is fully respected.

3.3.6.1 Employees have the responsibility of taking assertive action if they feel they are being subjected to harassment, regardless of who the alleged offender is or the nature of the harassment, by making the offensiveness of the unwelcome conduct immediately known to the offender and by reporting it to the supervisor or any other party as per the reporting procedures

3.3.6.2 Adhering to policy guidelines;

3.3.6.3 Maintaining a professional working attitude towards all other employees and external clients;

3.3.6.4 Treating other employees and external clients with respect and adopting a non-judgmental outlook.

3.3.7 Role of Supervisors and Managers

Supervisors and managers have a key role, as mentioned earlier, in this effort by ensuring that any incident of unacceptable behaviour, including sexual harassment or intimidation,

is promptly dealt with and that corrective action is taken. Managers and supervisors bear added responsibilities of:

- i. Serving as role models and making it clear that no form of harassment shall be tolerated;
- ii. Promoting and enhancing a positive working environment in which harassment does not occur;
- iii. Treating every complaint seriously and ensuring prompt attention and complete adherence to the policy;
- iv. Listening carefully to both sides and assisting in the resolution of any complaint

The Centres shall include safeguarding clauses in the MOUs, LOAs and contracts for Interns, Consultants and other stakeholders as a way of enforcing this safeguarding policy.

SAFER RECRUITMENT

What is Safer Recruitment?

Safer recruitment means giving consideration to safeguarding issues at every stage of the recruitment process. It is known that people who seek to harm others by using their professional will look for an organisation or project with weak recruitment practices, where they can have access to adults at risk or children.

The Centres' safer recruitment guidelines mean that potential employees must:

- Complete the specified application process for the role to which they have applied, indicating whether they know anyone who works for the Centres and if so their relationship to that person or persons
- Complete a self-disclosure form to disclose previous spent/unspent convictions and disciplinary or capability issues
- Undertake an interview to assess suitability and capability to carry out the role. The interview panels shall consist of a minimum of three people with no prior connection to the interviewees. Interview records are retained for six months following the date of the interview and may be held longer for successful candidates that become employees
- If offered a role, provide references covering the previous three-year period, accounting for any gaps in employment
- If offered employment, provide identity documents including photographic identity and evidence of their right to work in the respective country/region.

The Centres' are committed to minimising the risk of harm to children and adults at risk during their operations, programme and field activities. The Centres will carefully select, train and support all staff in line with our Safer Recruitment principles.

The Centres will:

- Ensure that their recruitment and selection processes are inclusive, fair, consistent and transparent;
- Take all reasonable steps to prevent those who might harm children or adults at risk or other adults i.e. staff, board members, interns, students, consultants and other stakeholders (visitors, vendors, donors, partners and other persons with various interactions with CIFOR and ICRAF) from working for the organization;
- Adhere to safer recruitment guidance and standards, responding positively to changing understanding of safer recruitment practice;
- Always seek advice from the HR Units to achieve best possible practice in relation to recruitment.

The Centres ensures that appropriate steps are taken during recruitment and selection of their representatives, to ensure that all issues relating to safeguarding are considered and addressed. The following have special considerations with reference to child safeguarding:

- **Job Advertisements** - A note should be included in all job advertisements to highlight that the Centres aim to protect children against risks of exploitation and abuse, including sexual exploitation and abuse, and implements a Safeguarding Policy to support this.
- **Job Descriptions** - Safeguarding is referenced in all job descriptions and applies to all the Centres staff, board members, interns, students and consultants.
- **Interviews** - Questions in relation to safeguarding should be included in all interviews. It is not expected that all new recruits would have an in-depth knowledge of safeguarding unless it is a specific requirement of the role. However, it is important that all candidates are aware of the

Centres' commitment to safeguarding and its expectation that all employees recognise, report and respond to incidents of child exploitation and abuse of adults at risk.

- Reference Checks - A thorough check of employment references is carried out and include questions in relation to safeguarding,
- Staff Declaration Form - This is attached to the Child Safeguarding Policy and is a process through which candidates are asked to declare any prosecutions pending against them, as well as convictions of criminal offences, official cautions or other legally binding orders. This should be completed before contracts are signed.
- Police Clearance or Vetting - A procedure through which the national police authorities are required, with the individual's permission, to disclose any information held on police file regarding criminal convictions or pending prosecutions. It is considered best practice that all staff and stakeholders with direct access to children and adults at risk through their work are vetted. The Centres' recognise that this is not always possible. However, each country's HR office will have to assess the job, local context and procedures to determine what is feasible.
- Contract - The Safeguarding Policies, Code of Conduct, clearance form (where necessary) and Staff Declaration Form and are attached to all contracts and sent to all new staff and their acknowledgement thereof required on or before commencing work with the Centres.

SAFEGUARDING COMMITTEE

The Centres shall constitute a safeguarding committee headed by the Director People and Change Management who will oversee the implementation of the safeguarding policy. The safeguarding committee members shall be the safeguarding focal persons (SFPs) from all the Centres countries.

The Safeguarding Committee's mandate shall include:

- Overseeing safeguarding activities, information sharing and evaluating the impact and quality of safeguarding work, including monitoring data on abuse incidents and the outcomes of enquiries within the Centres regions;
- Using monitoring and quality assurance information to consider and record ways to improve safeguarding outcomes for staff, board members, interns, students, consultants and stakeholders;
- Monitoring the outcomes of safeguarding activities, ensuring lessons learnt are documented and any changes in the policy are implemented.

The Safeguarding Committee shall ensure that staff, board members, interns, students, consultants and other stakeholders (where necessary) attend appropriate training on the policy. This shall include:

- Basic mandatory induction training with respect to awareness that abuse can take place for all the Centres' staff;
- Where necessary, interns, students, consultants and other stakeholders also being trained;
- Detailed awareness training, including training on recognition of abuse and responsibilities with respect to the safeguarding policy and the individual's duty to report this without victimisation;
- Specialist training for the safeguarding committee members and the Centres' managers and supervisors;
- Cooperation with security agencies (police, CID) in order to protect the staff, interns, students, consultants, students, other stakeholders, youth and children.

Training shall take place at all levels in the organisation and no staff shall be excluded. Training shall be provided by the Centres' safeguarding committee on a continuous basis.

Implementing, Maintaining and Reviewing the policy

The Centres will integrate safeguarding measures into relevant core internal processes and tools such as programme technical guidelines, partner assessments and agreements, training modules, programme design, monitoring and accountability systems and recruitment procedures.

The Centres will make sure that proper induction and training in safeguarding will be made available to all staff, board members, interns, students, consultants and for stakeholders (where necessary).

The SM and SFPs will receive additional training in order to manage their responsibilities for rolling out, managing and coordinating the safeguarding policy and procedures.

Where relevant, the Centres will support stakeholders by including relevant training and technical advice to build capacity in the field of safeguarding, with a particular focus on children and adults at risk.

The safeguarding will be monitored on a regular basis by the SM and the SFPs. An annual summary report, including all concerns received, will be submitted by the SM to senior management.

Any findings requiring a change in policy will be discussed at Board level.

Each country Centres will develop an annual implementation plan for the policy, including actions to be taken and relevant policy amendments adopted.

WHERE TO REPORT - CONTACTS

The Centres' require their staff to report suspected cases of sexual exploitation or sexual harassment whether by staff, board members, interns, students, consultants, or stakeholders, to the Centres' Director of People and Change Management or SFPs. Complaints can be submitted anonymously using an online system OR via telephone or email or fax or by postal mail to the following Centres postal addresses:

ICRAF Headquarters
Head of Human Resources
World Agroforestry Centre
United Nations Avenue, Gigiri
PO Box 30677, Nairobi, 00100, Kenya
Phone: +254 20 7224050
www.worldagroforestry.org

CIFOR Headquarters
Officer-in-charge, Human Resources
Centre for International Forestry Research
Bogor Barat 16115
Indonesia
Phone: +62 251 8622 622
www.cifor.org

